

STATE OF UTAH 2005

ANNUAL IT REPORT

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State of Utah

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To: The Honorable Jon M. Huntsman, Governor, State of Utah
Members of the Utah State Legislature
Public Utilities and Technology Committee
Utah Technology Commission

In accordance with *Section 63F-1-201* of the *Utah Code Annotated*, I am submitting the annual report of information technology use within the Executive Branch of Utah State government.

Information technology continues as an essential tool of State government, assisting agencies in providing those services mandated by the Legislature to our citizens and businesses. There has been significant progress toward delivering government services via the Internet, as well as in leveraging Web-based applications and processes to conduct the business of government. In addition, as directed by the Legislature, the new Department of Technology Services (DTS) is under development, with significant improvements anticipated in the effectiveness and efficiency of IT services to State agencies.

Over the past year, the State continued to build on its technology accomplishments while developing a plan for the future. DTS, through effective planning and implementation, is working with the agencies it services to ensure that Utah continues to deliver innovative and cost-effective solutions to its citizens. As evidence, the State received several IT awards:

- **2005 Brown University e-Government Recognition**
Brown University recognized the State as the highest rated online e-government services provider among all 50 states.
- **2005 Government Customer Support Excellence**
Utah's official Web site took home the top prize at the 2005 Government Customer Support Excellence Awards in the customer focus category.
- **2005 NASCIO Recognition Award—Utah CommuterLink**
Since its inception in 1996, UDOT's CommuterLink has become a model for cost effectiveness, cross-jurisdictional operations, and innovative use of technology.
- **2005 National Council of State Legislatures (NCLS) Award**
The Utah Legislature's site was recognized as the top legislative Web site in the nation, bringing democracy closer to Utah citizens through outstanding design, content, and technology.

DTS is committed to continuing a history of leadership and success in information technology and, from an enterprise perspective, will assess and change its business processes to reflect best practices while developing world-class IT services for its customers at the best cost and value.

DTS appreciates the support of the Governor, the Legislature, the Cabinet, and others, as the department adjusts to new opportunities made available through organizational change and transformation, and innovations in technology services.

Sincerely,



J. Stephen Fletcher
Chief Information Officer
State of Utah

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State of Utah

ANNUAL TECHNOLOGY REPORT

Meeting the Challenge in a Year of Transition and Change

INTRODUCTION

Information technology is an increasingly critical component of State government. Because of its ability to enhance citizen services, create efficiencies, and improve overall productivity, agencies throughout the State have developed proficiencies in information technology (IT). Today, they view IT as a vital cog in their ability to deliver services and accomplish their individual missions. At the same time, IT provides new opportunities for service integration that can change the way that government does business and improve the interaction between government and the citizen. This report summarizes the IT accomplishments of the past year, a period of change and transition for the State of Utah.

In January, Governor Jon Huntsman Jr. took office with a vision for making government more efficient and accountable. The Governor worked with the Legislature to pass HB109, a bill designed to restructure the entire IT organization of the State. In May, the Governor appointed Stephen Fletcher as Chief Information Officer (CIO) to meet the challenge of this massive reorganization and achieve the efficiency and effectiveness goals. Through the summer, the CIO was able to negotiate personnel agreements with all Executive Branch agencies in the State.

In a collaborative effort, the State completed an in-depth assessment of the key components of its information technology architecture. The assessment provides an initial baseline of information technology assets, including the network, the desktop environment, information security, storage, data centers, service management, and IT procurement and contracting.

A qualitative assessment was also conducted, focused on IT alignment with the business units of the State. These assessments, which required a great deal of interaction with the agencies, have helped the IT organization better understand the needs of agency customers as it develops a plan for how these needs will be supported.

The challenge to transform organizational and service structures, while performing at expected levels of excellence, is significant. In 2005 the State received national awards and recognition from Brown University for eGovernment, a Government Support Excellence award, NASCIO for Utah Commuterlink, and NCLS for the Legislative Web site. These awards are indicative of Utah's excellence and leadership in providing IT services.

TRANSITION ACTIVITIES

The Department of Technology Services

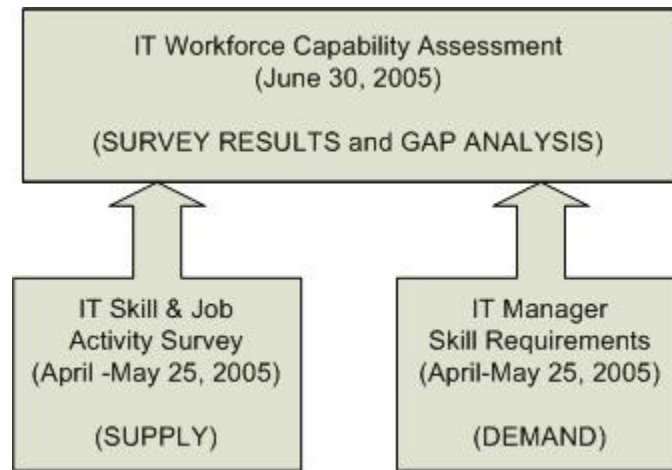
When Governor Huntsman took office in January, his evaluation team identified technology services as an area where efficiencies could be gained. In March, the Legislature passed HB 109, creating the Department of Technology Services (DTS), an organization where all information technology services and personnel could be consolidated. Since passage of the bill, the following steps have been completed toward statewide consolidation of technology services:

- In April, the State initiated a major three-month assessment of technology resources, information architecture, and services.
- In May, Governor Huntsman appointed Stephen C. Fletcher to serve as Chief Information Officer (CIO) of the State of Utah.
- During May and June, the CIO met with every State agency, performing a qualitative assessment of the agency's business as it relates to information technology.
- The Technology Advisory Board was created in July, with Ed Eckstrom serving as chair.
- In August, negotiations were completed with each agency, and personnel were identified that would be transferred to the DTS.
- Six transition teams have been created to plan and implement steps that must be completed in the process of creating the Department.
 - Administrative
 - Rate Development
 - Training
 - Human Resources
 - Infrastructure
 - Policy and Planning
 - Information Security
 - Solutions Delivery
 - Service Management
 - Organization
 - Conceptual Design
 - Strategic Planning

- Several hundred tasks have been identified and are now being tracked to prepare for the consolidation.
- All information technology workers began reporting to DTS through a dotted-line relationship on October 22, 2005.
- Full consolidation is anticipated to occur by July 2006.

Utah IT Workforce

The State completed an IT workforce capability study. The complete study is included in Appendix A. The study provided comprehensive data on 99.9% of the State IT Employees in designated IT positions in all Executive Branch agencies. The figure that follows illustrates the integration of skill supply and demand information gathered by the study:



Based upon the responses to demographic questions, a profile of the “typical” IT worker was developed. The profile represents the most frequent number of responses and data drawn from the State’s HR database. The “typical” IT worker most often:

- is about 45 years of age;
- is classified as an IT Analyst or Technical Support Specialist;
- has an average of 11-12 years of experience working for the State;
- has an average of 5 years of private sector or other government experience;
- holds at least a 2 year technical certificate or bachelors degree; and,
- is eligible for retirement in about 15 years.

Skill assessment questions were based on a self assessment by employees for each of the 260 skills, certification, and job activities included in the survey.

The resulting data that was collected provides detailed skill, certification, and job activities performed by all of the IT employees that responded to the survey. Training needs, as suggested by employees and managers, were also assessed as a basis for the development of a comprehensive training profile. Information collected by the survey will be used for development of a comprehensive training plan and for deployment of IT skills across the enterprise.

Information in the study is available through a secured Web application. This application allows employees to update information in their own skill inventory. The application uses the Utah Master Directory (UMD) for controlled access and restricts information based upon manager role and reporting relationships.

CURRENT USE OF INFORMATION TECHNOLOGY

Utah citizens have come to expect that State government will provide services in a way that facilitates and enhances their lifestyle. According to a report released in October 2005 by the U.S. Census Bureau, a higher percent of Utah homes have computers than in any other state. Sixty-three percent have access to the Internet, which is higher than all but four other states. Utahns have also recognized and experienced the value that comes from online e-government services and from having a government that leverages technology for productivity and efficiency.

The State of Utah spent over \$146 million on technology in FY2005. This expenditure covers a wide variety of products and services with an equally large number of benefits to the State. Over one-third of the total funding for technology is from General Fund sources, with an additional \$38 million from Federal sources. The remainder of the funding is shown in Chart 1.

Funding for Technology

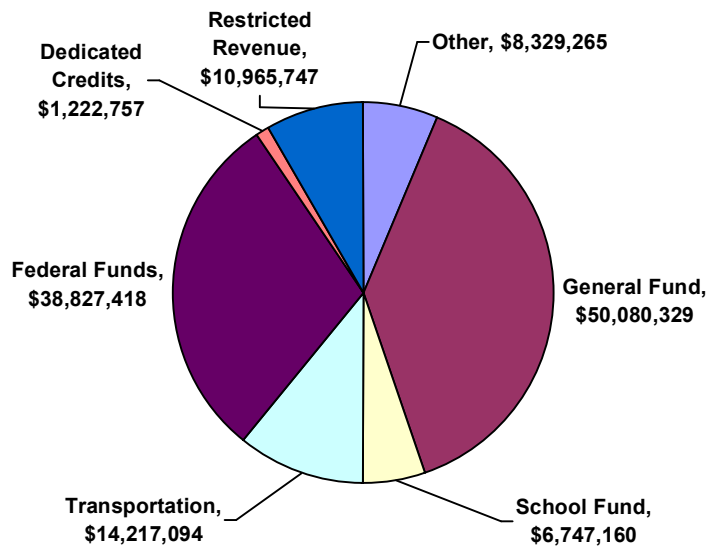


Chart 1

Agency	FTE	Personnel Costs	DP Current & DP Capital	Total Budget
030 Capitol Preservation Board	--	--	11,400.00	31,300.00
060 Governors Office (Does not include CIO) (1)	8.00	655,138.22	614,300.00	1,304,382.22
100 Depart of Administrative Services (non-ISF, does not include AGRC)	26.00	2,191,561.06	5,339,000.00	7,599,101.06
Administrative Services (non-IT ISF)	7.00	434,240.07	830,900.00	1,288,870.07
120 Tax Commission	91.00	6,885,436.65	4,068,700.00	11,241,494.65
130 Career Service Review Board	--	--	2,900.00	2,900.00
140 Human Resource Management (2)	8.00	732,013.97	249,600.00	998,436.20
180 Department of Public Safety	45.05	3,364,937.39	5,085,200.00	9,794,257.18
190 Utah National Guard (3)	18.10	847,334.44	223,500.00	1,128,328.64
200 Department of Human Services (non-ISF & LAN org)	93.03	6,537,972.54	15,280,200.00	22,301,675.26
Juvenile Justice Svcs (subset of DHS)	1.50	108,096.59	1,193,100.00	1,298,277.06
270 Department of Health	114.37	8,175,112.19	5,999,660.00	14,386,639.08
410 Department of Corrections (non-ISF employees)	41.00	2,959,193.60	2,167,400.00	5,296,723.01
Board of Pardons	--	--	23,100.00	20,000.00
480 Department of Environmental Quality	16.00	1,015,663.17	1,812,700.00	2,944,272.84
560 Natural Resources	30.00	2,078,889.11	1,555,200.00	3,795,655.77
570 Department of Agriculture	6.00	415,392.82	114,400.00	550,092.62
600 Department of Workforce Services	179.00	14,130,344.82	26,082,900.00	41,388,024.82
650 Alcoholic Beverage Control	9.00	829,783.44	675,900.00	1,560,582.44
660 Utah Labor Commission	8.00	762,602.58	180,900.00	959,892.58
670 Department of Commerce	12.00	863,233.84	1,030,000.00	1,937,533.84
680 Financial Institutions	1.00	94,406.64	33,100.00	134,938.64
690 Insurance Department	5.50	432,195.56	805,500.00	1,306,195.56
700 Public Service Commission	--	--	29,400.00	29,400.00
710 Community Economic Development	16.00	981,295.70	810,000.00	1,827,273.48
810 Utah Department of Transportation	81.00	6,707,083.72	3,335,510.00	10,533,707.28
Total Appropriated Agencies	816.55	61,201,928.12	77,554,470.00	143,659,954.30

DTS Employee Summary Information: The Utah Technology Governance Act (H.B. 109), under Section 69 (Transition to New Department), specifies requirements for the identification of positions as part of the transition process to the new Department of Technology Services (DTS). Transfer recommendations were submitted in a report to the Legislature entitled *Position Transfer Recommendations from Agencies to the Department of Technology Services (DTS)*.

A total of 1,156 positions were reviewed for possible transfer to DTS. Of those positions, 933 were jointly recommended for transfer. A total of 23 positions were previously transferred to DTS on July 1, 2005, and 11 positions were still in a to-be-determined status. It is likely that these positions will also transfer, for a total of 967 employees in DTS.

Summary of All Agencies

	Number	% of Total
Possible IT Positions	1,156	100.0%
DTS Transfer Recommendations	933	80.7%
DTS (July 1, 2005 Transfers)	23	2.0%
Total DTS Positions	956	82.7%
Not IT Positions	189	16.3%
To Be Determined	11	1.0%

Positions that were classified as non-DTS positions largely consisted of business analysts and individuals that utilize IT systems but do not have IT development or operational responsibilities.

Job Classification Distribution: The job classification titles that have been recommended for transfer to DTS, including positions already transferred, are distributed per the following table:

Rank	Job Title	Number	% of Total
1	IT Analyst II	248	25.67%
2	Technical Support Spec II	169	17.49%
3	IT Analyst III	118	12.22%
4	Technical Support Spec I	46	4.76%
5	Technical Support Specialist III	40	4.16%
6	Information Analyst II	33	3.42%
7	Information Technology Manager II	30	3.11%
8	Computer Support Specialist II	29	3.00%
9	Telecommunications Specialist III	24	2.48%
10	IT Analyst I	22	2.28%
11	Telecommunications Specialist II	13	1.35%
12	IT Manager I	12	1.24%
13	Data Processing Security Specialist II	10	1.04%
14	Other Titles	173	17.81%
Total		967	100.00%

E-Government

The State of Utah now supports over 300 online government services. Many of these services were made more accessible this year after the June redesign of the State's portal, Utah.gov. The redesign introduced a number of new features for citizens, such as a more robust RSS-based news portal. RSS news feeds for various areas of interest can be subscribed to or delivered to users through other third-party services. News.Utah.gov provides nine distinct news feeds, including Utah Government Alerts, which provides real-time information on issues such as homeland security and amber alerts.

The new design also offers several featured sub-portals with specific services and information for seniors, youth, and citizens in rural Utah.

Careers.Utah.gov has become a valuable resource for both new job seekers as well as those who may be exploring a mid-career change. iGov.Utah.gov is a new service to help citizens understand how their government works and how they can personally become involved.

Government to Citizen: In October 2005, the U.S. Census Bureau reported that 74% of Utah households have a computer in their home, higher than any state in the union. Combine that with the 63% (5th nationally) of homes with Internet access and it is clear that Utahns are well equipped to take advantage of the State's robust set of online citizen services.

Many new online services were made available to citizens in 2005. The iGov portal was launched in May as an electronic resource directory for the people of Utah, creating a new way for citizens to participate in the democratic process. A variety of locator services have been added to the portal as well, such as the ability to locate critical health services such as flu-clinic sites. The Department of Health has also launched an online service to support individuals trying to quit smoking. MyHealthCare is a new service designed to help citizens make informed decisions about their healthcare.

The new Utah.gov portal went live in May of this year and made it easier for citizens to find the services they are looking for. In order to ensure maximum utility of the portal, the State goes through a process of user testing to see how both novice and expert Internet users find services using the Web site.

In the summer of 2005, the new On-the-Spot vehicle license renewal application made it even easier for citizens to renew their license plates by providing the service in cooperation with vendors so that users can receive their sticker and renewal at the same time they complete required safety and emissions inspections.

Case participants in any ORS case now can access specific information relating to their individual cases through a secure interface. This includes payment information, case status, and monthly due information.

Utah is also using information technology to improve education throughout the state. Parents can find information about school performance through the Utah Performance Assessment System for Students (UPASS). The Office of Education's Educator Licensing Web site provides a large number of resources to enhance the State's ability to recruit, train, and retain teachers.

For researchers, Utah Archives and State History have coordinated the development of a searchable database to the maps collection of the Utah State Historical Society. The maps are searchable by title, cartographer, date, type, and location.

In addition, the State continues to improve the overall look and serviceability of state information and services available on the Internet with the goal of making Utah.gov a favorite destination for citizens.

Government to Business: Utah businesses are also very dynamic and expect government to provide services that match the pace of business. In 2005, only two other states had a higher proportion of businesses on the Inc. 500 list. Business.Utah.gov, Utah's landmark business portal, continues to garner recognition. In 2005-06, Phase 2 of the One-Stop Business Registration service will make it even easier for business to get done in the state. Utah has also worked with businesses to provide support for vendor applications related to State services. For example, the Hunting and Fishing Agent system, which rolled out in January 2005, provides an automated way for vendors to issue hunting and fishing licenses at hundreds of establishments in real time. The latest version of Renewal Express (Utah's award winning license plate renewal system) has an "On the Spot" component that allows safety and emissions stations to issue license decals at the time the inspections are completed. Over 50 stations are now live with this online service. In August of this year, Renewal Express reached a major milestone as one million transactions had been processed through the system.

Government to Government: Internal online government services help make government more efficient. DTS rolled out several new online services this year, including online access to benefits and payroll information for State employees. All job opportunities offered through DHRM are also now online. The State works closely with local government to provide many key online services. In developing the One-Stop Business Registration service, the State partnered with Salt Lake City, Sandy, Provo, and Logan to provide a comprehensive solution for businesses being created in those locations. Integration with West Valley City is planned for the end of 2005. The State's

Automated Geographic Reference Center (AGRC) works closely with cities and counties throughout the State to ensure the completeness of the State Geographic Information Database (SGID).

The State has been working with the Utah Prosecution Council to implement an online statewide case management system which will be used by all 29 counties and facilitate more effective management of legal cases. By taking advantage of shared opportunities, State and local government can continue to become more efficient and deliver better service to the citizens of Utah.

The State Library is another national leader in the delivery of online services. The Library provides many services to local libraries, including an RSS feed that can be subscribed to in order to stay aware of these new services.

NEW SERVICES

Alternate Internet Connection

In April 2004, the State wide area network experienced several serious outages that impacted its ability to deliver 24x7 availability for online services. The Division of Information Technology Services worked closely with agencies to identify a strategy for improving the overall reliability of the State network. During the past year, additional redundancies have been built into the network to increase its overall fault tolerance.

The State has worked closely with the Utah Education Network on ways to eliminate failures with the Internet connection as well. In the past, all of the State's Internet connections were processed through a single facility on the University of Utah campus. This year, an alternate path has been created through St. George that is completely independent from previously existing connection paths. This has been done without increasing the cost structure and will provide a number of benefits, one of which will be to eliminate downtime associated with failures that have previously occurred when the primary carrier fiber to southern Utah has failed. This solution will ensure that public safety concerns associated with lost connectivity will be fully addressed.

Fiber

The State of Utah has a variety of fiber resources. Probably the most significant of these is the fiber owned by the Department of Transportation. In addition, the Utah Education Network has a contract to provision fiber services from one end of the state to the other. In 2005, ITS and UEN worked together to provide a new fiber connection between Richfield and Salt Lake City. This cooperative arrangement will save the State several million dollars over the next three years.

Integrated Solutions

The consolidation of IT resources into DTS will provide new opportunities for enterprise level integration. This opportunity exists at the technology layer, but can also extend to the business layer of the enterprise architecture as DTS continues to identify target areas for integrated service delivery. Several of these opportunities became apparent during the coordination of the statewide IT assessment.

IT Infrastructure

Infrastructure is one of the six teams that have been formed to manage the transition to a consolidated IT organization. Many of the other layers in the State's IT architecture model are based on the development of a successful, well-structured IT infrastructure. Networks must be reliable if the State expects to provide 24x7 e-government services, or intends to have respectable communications services. Data centers should meet rigorous standards when they are supporting large, mission-critical systems.

During 2005, ITS worked closely with UEN and other providers to significantly enhance the redundancy and reliability of the State's wide area network. The State is leveraging UEN's contract for GeoMax fiber services to provide a new fiber connection between the primary data center in Salt Lake City and the alternate site in Richfield. This will support DTS by providing complete business continuity and recovery for all statewide critical services. In addition, UEN and ITS have worked cooperatively to provide a completely distinct path for Internet access through St. George and Richfield that will also practically eliminate Internet downtime. This has become critical as businesses and citizens have come to rely on access to State systems on a 24x7 basis.

IT Service Management

The IT service and support expectations identified by stakeholders across the State of Utah require DTS to operate in ways that are consistent with world-class practices. In support of HB109 legislation, world-class IT service management and delivery have been established as a core goal.

Using appropriate standards, tools (such as dynamic dashboards), and best practice frameworks (such as IT Infrastructure Library, or ITIL), DTS will ensure the availability and responsiveness of systems and infrastructure components based on service-level agreements (SLAs). The SLAs are based on defined business or service needs and priority performance requirements or issues.

Best practice models will be used as a basis for establishing organizational and operational objectives. An organizational roadmap is under development for moving toward world-class performance. One of these tools under adoption is a 26-element breakout of the major functions provided by a complete IT service provider, along with guidance on the attributes of best-practice performance in each of these areas.

New Online Services

Utah.gov continues to add new online services each year. Among those added in 2004-05 are UCare, the State Controlled Substance Database, and

the State Construction Registry. In 2005, the Department of Human Services coordinated the development of Ucare, a portal supporting caregivers in Utah. This new site provides users with the best services from State, local, and federal agencies.

Utah's online Controlled Substance Database (CSDB) enables pharmacists, doctors, clinics, and other healthcare professionals to provide information electronically about the prescription of controlled substances as required by Utah code. This secure system enables productivity and time-reduction benefits to a large number of users.

The Utah State Construction Registry went live in the spring of 2005. This online service provides full disclosure to property owners, contractors, and other interested parties, of people providing goods and services to a construction project. By providing a centralized resource for project participant information, the State Construction Registry (SCR) will help property owners minimize unknown project liability and risk.

Wireless Services

The use of wireless technology in the public sector has been increasing at a rapid pace. Wireless infrastructure and related technologies can take State agencies where no wired technology has taken them before. Even with the advantages of wireless solutions, there are risks in exposing systems to this inherently open technology.

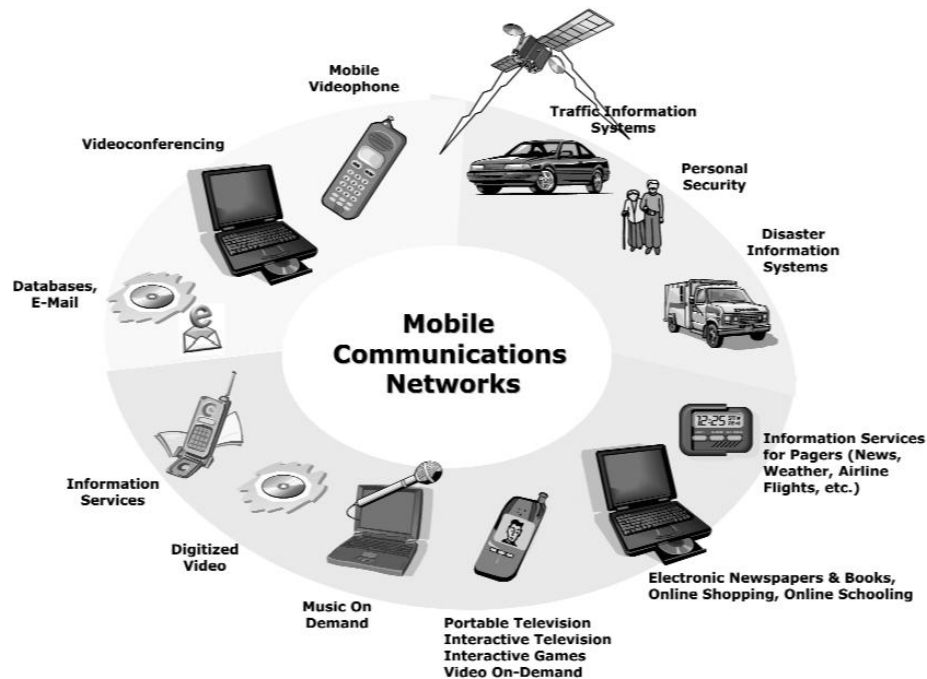
There are impacts on existing business processes when wireless solutions are introduced. Security concerns include exposing wired environments to a more open, easily accessed solution. Consumer implementations of wireless solutions are generally not secure. Users tend to see the wireless movement as just another plug-and-play device. The State has to be concerned with wireless implementation, management costs, and security concerns.

Working in conjunction with the Utah Wireless Integrated Network (UWIN) Governance Board, the State has made substantial progress toward the goal of interoperable communications in Utah. All dispatch operations throughout Utah are now connected to a system that allows all types of proprietary communications systems to talk to each other. The Utah National Guard, for example, is now able to coordinate effectively with State and local emergency responders, even when each agency is working on different frequencies and different equipment that historically has been non-interoperable.

Utah's mobile data network has added several hundred customers this year in its initial rollout. This coordinated effort will eventually cover 97% of the state and provide important productivity tools and capabilities to the officer

in the field.

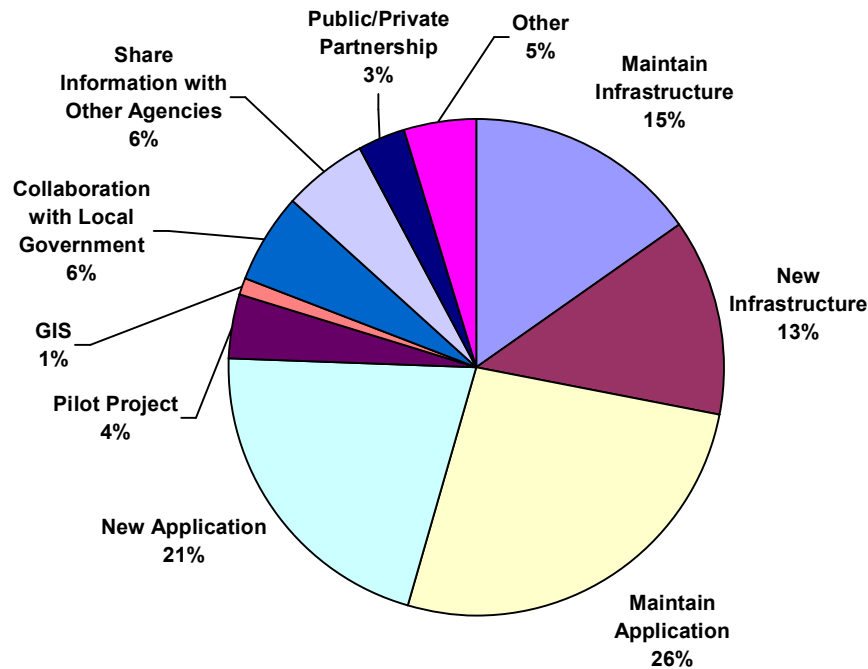
Wireless communications technology has increased the mobility of the State workforce. Mobile phones and local connectivity, enabled by technologies such as wireless LAN, give the ability to transmit voice and data signals over wireless links. Wireless LANs combine data connectivity with user mobility, thus providing productivity, convenience, and cost advantages over traditional wired networks. NASCIO has illustrated the impact of Mobile Communication Networks in the public and private sector as follows:



The overall availability of mobile communication services has a large impact on the expectations of customers and on services they will require in the future. The Utah Wireless Integrated Network (UWIN) has been recognized by NASCIO as an example of a wireless integrated network driven by the needs of agencies, such as Public Safety. CAPNet, a wireless network for State and private sector use, has been implemented at the State Capitol to facilitate wireless communication during legislative sessions and for general use by a wide range of wireless devices and constituencies.

PROJECTED USE OF INFORMATION TECHNOLOGY

Agencies identified a total of \$46,088,570 worth of projects in FY06 and an additional \$42,369,228 in FY07. These 370 projects will support a wide variety of automation needs in areas such as systems development, database administration, business continuity services, network communications, desktop management, security monitoring, e-government services, etc. The graph below shows a distribution of projects based on purpose.



The projects share a number of important business goals. The highest rated goals for the proposed projects are:

- improve agency productivity and performance;
- ensure confidentiality, integrity, privacy, and availability of data;
- create integrated enterprise information systems and architecture; and,
- get more government services online.

The following are sample projects which are indicative of the current IT projects underway within the Executive Branch agencies.

AIMS: The AIMS application, in conjunction with the USIIS registry, provides a means for the collection and reporting of smallpox immunizations,

bio-terrorism mass vaccination clinic exercises, and adult immunization records.

Asbestos and Lead-based Paint Notification and Certification Online

Database: The Center for Automotive Science and Technology at Weber State University (CAST) has proposed the development of a Web-based application to allow all asbestos and lead-based paint administrative activities to be processed, tracked, and reported to the Utah Division of Air Quality (UDAQ). This application will allow project notifications and applications for certification to be submitted online, and will allow for a review and acceptance of the applications by the staff of the UDAQ. The database/Web form online application replaces the existing Asbestos Contractor Tracking System and the “CERTS” Certification Databases and will enhance the basic functionality and processes currently used. This Web-based application will include, but not be limited to, tracking of compliance statistics and provide information about the results of compliance inspections. The administrative and management design of the database will allow UDAQ staff to search and view submitted notifications and applications and allow for limited access by other regulated and interested parties. Additionally, online credit card payments of notification and certification fees will be part of the project.

Consolidating Common Services: The consolidation of State of Utah IT services, software, equipment, purchasing, and personnel is a multi-year initiative to improve operational efficiencies by implementing statewide enterprise models for architecture, programs, and services. Promoting efficient, cooperative use of IT resources across State government will deliver savings in operational costs, as well as providing many additional benefits. Opportunities for specialization and improved employee career paths are a significant benefit to the State. Consolidation will deliver benefits for:

- improved support of agency programs;
- enhanced security and reduced infrastructure risk;
- effective use and management of IT assets and investments;
- reduction in the duplication of IT services; and,
- improved delivery of government services to benefit citizens.

Data Integration: A key long-term initiative associated with IT consolidation is connecting agency information silos by using governance models and technology to achieve data integration. Data integration must address issues such as ownership, privacy and access, data quality, security, statutory requirements and legal issues, and business operations, among other issues.

While technology is an integral part of the challenge, governance can make or break data integration efforts. New technologies have emerged that hold

significant opportunities for data integration within State government. Data integration will help the State more effectively make use of and deliver information and services within and across traditional agency and organizational boundaries. The core purpose of data integration is about sharing information and attaining common business objectives across multiple agencies and jurisdictions in ways that will benefit a broad range of stakeholders and end users.

Drivers License Upgrade: The Utah Driver License Division intends to move away from the vendor-provided turnkey solution used presently, where the vender provides software and hardware to the field offices, to a model where the manufacturer provides only the card production and delivery. Public Safety will replace the vender-supplied front-end application used in DL offices with one written in-house. The contractor will manufacture customer Driver License/ID cards for the State of Utah in accordance with AAMVA standards and Utah Driver License Division specifications.

Electronic Death Registration System (EDRS): EDRS will replace the current paper-based death certificate registration system in Utah. The current system often results in untimely delays in death registration while funeral directors try to obtain signatures on the death certificate. EDRS will facilitate death registration leading to expedited collection of data for epidemiology and surveillance, as well as better service to funeral directors, physicians, and families of decedents. Expedited death registration will result in significant savings to federal agencies such as SSA and State agencies that pay benefits.

Enterprise Architecture: Effective enterprise architecture for information technology needs to be agency business-driven. A business-based foundation provides a common framework for improvement in a variety of key areas, such as:

- resource and budget allocation;
- leveraging technology infrastructure;
- reduction in duplication of services;
- project and portfolio management;
- information sharing;
- performance measurement;
- budget and performance integration;
- cross-agency collaboration;
- e-Government;
- enhanced interoperability through adoption of component-based architectures; and,
- improved capability to adapt new technology opportunities to agency business needs.

While architectures ultimately focus on technological issues, the business foundation and the related alignment with relevant technology infrastructure will enhance interoperability, cost effectiveness, and the ability of the State to respond to rapid business and technological changes.

The State will maintain a master architecture (or blueprint) that clearly links system and technology choices and investments to desired business or State service capabilities. The architecture will capture both the current state (inventories, standards, process models, etc.) and the future state, with the level of detail and the areas of focus commensurate with current business and service priorities of the State. Localized versions of this master architecture will be maintained to enable responsiveness and relevance to the specific needs of State offices and agencies.

eREP: PACMIS is the current eligibility system which determines Medicaid, PCN, and CHIP eligibility. eREP will replace PACMIS, so the existing interfaces from MMIS and its related systems, including MMCS and the data warehouse, must be replaced to allow an interface with eREP.

Food Sanitation Management System: This Web-based system will support food inspectors in the field. It will improve productivity and enable the Department of Agriculture to provide better service to food establishments and citizens.

Grants Management Information System: This project was begun in August of 2004 to replace the existing GMIS (Grants Management Information System) in the Department of Community and Culture. The contract was awarded for a replacement system in May, and implementation began. This project will completely replace the existing legacy GMIS System, by customizing and installing the WebGrants management system, making the necessary modifications to interface with State and federal programs, provide data conversion from the existing system, and develop an interface for data exchange between WebGrants and FINET/Data Warehouse systems and IDIS.

Benefits will include an updated information and grant management system, to more efficiently and accurately manage the grant process. This system will also provide the foundation for the balance of the department's needs for grants management.

Indicator-based Information System for Public Health: IBIS-PH is a Web-based public health information system that serves as a primary point of access to all Utah health data and information. Users include UDOH employees, local health districts, community planners, private and public health practitioners, and others (such as legislators, teachers, researchers, health plans, etc.). The main organizational units of the system are "indicator

pages" that summarize health information in the form of a measure. The content of the system spans the entire range of UDOH functions. IBIS-PH focuses on providing wide access to health data via pre-defined data graphs and tables and user-defined queries of the data systems. IBIS-PH has three components:

- **Administration Site:** Used by programs to implement indicator pages.
- **Public Site:** Used by users to access data and health information in the form of indicator pages or on-the-fly reports.
- **IBIS-Q:** A custom query option for users who need more advanced information than the public site would provide. IBIS-PH is accessible to users over the Internet 24x7. The system includes report templates to enable users to download or print reports such as the Utah Public Health Outcomes Measures Report.

IT Asset Management: Asset Management, through DTS, will support all IT assets throughout the State.

MMIS New Claims Adjudication System: The existing MMIS Claims Adjudication System is a mature legacy system rapidly approaching its end-of-life. It is primarily a mainframe COBOL/VSAM/CICS application. Two decades of changes in the way Utah Medicaid does business have led to numerous patches and creative work-arounds to keep the system operational. The latest business driven change that is finally breaking the system is HIPAA. The future of HIPAA requires concurrent support for multiple versions of X12, which is not feasible under the existing system. ITS is actively participating with HHS/CMS as a State partner for the Medicaid Information Technology Architecture initiative to define the MMIS systems of the future.

National Environmental Exchange Network: The NEIEN project, which is required by the EPA, will allow the State to provide environmental data in a standard XML format. Other State and local entities will also have access to the data.

Statewide GPS Network: The Global Positioning Reference Network will improve the quality of geographic information system data and the productivity, efficiency, and cost-effectiveness of government services. This network was created and funded through the passage of HB216 in the 2005 Legislative General Session.

Statewide Utah Prosecution Council Case Management System: ITS has worked with the Attorney General and the Utah Prosecution Council to provide a statewide online case management solution. The system will be used by all 29 counties in addition to State agencies.

Streamlined Sales Tax: The Streamlined Sales Tax initiative continues to move forward as states enact legislation and regulations to adopt provisions of the Streamlined Sales and Use Tax Agreement. The Utah project addresses issues and makes plans for implementation of the technology features, in concert with updated State legislative requirements.

UDOT Operations Management System: The UDOT Operations Management System is planned to be an integrated enterprise information system and infrastructure that will measure, track, and report performance and satisfaction for delivery of the services that UDOT provides. It will ensure confidentiality, integrity, privacy, and availability of data associated with the maintenance and support of Utah's transportation infrastructure and improve productivity and performance in the agency.

Utah Business Link: This service creates a common services delivery portal to support and ensure the success and sustainability of small companies and entrepreneurs. The portal will provide business access to knowledge, workforce, suppliers, and customers.

Web-based Pre-hospital Record Entry: This application allows direct entry of patient encounter data and EMS incident particulars by first response providers (Web enabled) to a central data repository. The system provides near-real time reports of individual and summary data to authorized EMS provider agencies and individuals by means of an online query feature (CUBE).

IT PERFORMANCE METRICS

Information Technology performance metrics (IT metrics) are best used to understand current performance along with positive and negative trends. The term "metrics" refers to performance measures and operating statistics about any aspect of the IT organization and services. The Governor has encouraged the application of balanced scorecard methodologies in State agencies. Emphasis on developing performance metrics for the consolidated IT organization and related services is critical to measuring and improving service levels. Multiple indicators, perspectives, and dimensions are being identified as a comprehensive IT metrics program that includes measurements and reporting about all aspects of the IT function. Metrics should be used to identify organizational weaknesses and opportunities to invest in better processes and technology. Metrics will also be applied to individual projects, processes, or technologies to determine the effectiveness of changes that have been introduced.

IT LEGISLATION

Substantial IT Governance legislation was introduced with HB109 that fundamentally reconfigures IT organization and governance within the Executive Branch of State government. It created the Department of Technology Services.

Summary of IT Legislation

A number of other bills were passed concerning spyware; funding of the Global Positioning Reference Network; access to high speed wireless Internet services at the State Capitol; and, an appropriation bill for High Technology Economic Development.

HB75 Government Records Access and Management Task Force

This bill created a task force to study issues associated with the maintenance and storage of electronic data by governmental entities.

HB 104 Spyware Control Act Provisions

This bill provides certain protections against the use of spyware.

HB 105 Construction Filing Amendments

This bill provides additional guidance and clarification for the State construction registry and online databases.

HB109 Information Technology Governance Amendments

This far-reaching bill affects all aspects of information technology in the State and reorganizes these assets into a single organization. The bill phases out the existing information technology governance structure in the Executive Branch of State government over a one-year period, creates the Department of Technology Services which includes: an Executive Director, who serves as the Chief Information Officer; the Division of Enterprise Technology; the Division of Integrated Technology, including the Automated Geographic Reference Center; and, the Division of Agency Services. The Department is funded through an internal service fund.

HB 113 Government Boundary Changes

This bill establishes procedures for notification and management of government boundary information, creates a surveyor position in the Automated Geographic Reference Center (AGRC), and requires enhancements to the State Geographic Information Database (SGID).

HB185 Utah Computer Crimes Act Amendments

This bill amends the definition of "computer network" in the Utah Computer Crimes Act to include wireless networks.

HB 211 Integrity of Election Results

This bill ensures that an auditable paper trail is maintained for electronic voter equipment and established the procedures for selecting this technology.

HB 216 Global Positioning Reference Network

This bill created the Statewide Global Positioning Reference Network to improve the quality of geographic information system data and the productivity, efficiency, and cost-effectiveness of government services. The network will be maintained by DTS.

HB 234 Substitute Telephone Surcharge for Education and Training Programs at Prison

This bill transfers over \$900,000 in revenues from inmate calls to higher education and eliminates it as a source of funds supporting State voice services beginning in July 2006.

SB 44 Government Records Amendments

This bill allows agencies to provide access to electronic records under GRAMA in lieu of paper records.

SB 100 Access to High Speed Internet at the State Capitol Complex

This bill allows for the provisioning of wireless Internet service to the public at the Capitol Complex.

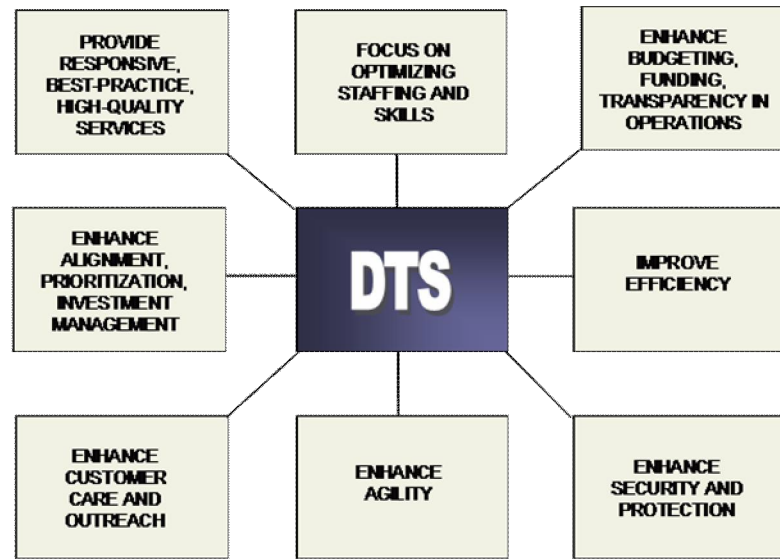
SB 192 High Technology Economic Development Appropriation

This bill appropriates money for high-tech research at Utah universities.

STATEWIDE IT ASSESSMENT

Qualitative Assessment

Agency business and IT leadership were interviewed using a qualitative assessment methodology regarding their needs and expectations for IT services from DTS. Customer and stakeholder input were categorized into the eight operational themes listed in the following illustration:



Each of these operational themes was defined in additional detail to provide vectors for the future. The themes provide a basis for actionable information that could be used to define what success means for the transition, to guide the transition process, and to measure the effectiveness of the transition after integrated operations are in place.

Baseline IT Assessment Data

- Agency Service Needs
- Architecture and Systems
- Business Communication
- Centers of Excellence
- Data Centers
- Desktop Inventory
- Geospatial Information Systems
- Grants and Revenue
- IT Assessment data was gathered in fifteen areas:
- Networks
- Procurement and Contracts
- Project Management

- Security
- Storage and COOP
- Voice and Wireless
- Workforce Skills

Summaries of Assessment Areas

Detailed reports for each of these areas are included on the CD provided in Appendix A.

Agency Service Needs: Each of the agencies has unique specific information technology requirements that relate to the performance of their critical mission functions. These requirements cross the breadth of the entire IT industry. There are security concerns relating to public safety information, corrections, tax information, and medical information. There are access requirements that relate to life and death issues, and public safety concerns and requirements for agencies to deliver services during catastrophes.

Architecture and Systems: The assessment team provided three principle deliverables:

- An inventory of all information and database systems that will require services and support from DTS. This inventory includes system name, purpose, description, availability of a data model and dictionary, and business function.
- An inventory of all system environments. System environments are expressed in terms of the architectural categories contained in the *Utah Technical Architecture: Information Technology Product Standards* document.
- A baseline of the current state of the implementation of the *Utah Technical Architecture: Information Technology Product Standards*.

Business Communication: The Business Communications Survey determined how the agencies affected by H.B.109 ensure effective communication between their agency's staff and their IT organization. The survey included questions concerning policies or committees used to facilitate this feedback; how customers are notified of procedural changes, downtime, system changes, and new services and resources; and, other methods used to provide feedback. There were also questions concerning information systems provided for external entities (public and/or private organizations) and how feedback is received and used to improve these systems.

Centers of Excellence: The Centers of Excellence survey concentrated on those areas in which an agency excels. The purpose of the survey was to

identify agency strengths. Areas were also identified where DTS could possibly achieve benefits quickly through sharing, consolidating, and/or training.

Data Centers: Thirty-eight data centers or machine rooms were reported in the survey. By survey definition, a computer room or machine room would need to have three or more production servers accessed outside of the location, as well as local staff at that location. The survey showed that there was 44,891 square feet of floor space; approximately 28,857 square feet is in use; and, about 18,200 square feet of total space resides in the two main ITS data centers.

Desktop Inventory: The desktop assessment used an automated asset management tool to gather detailed information on the installed base of agency desktop and laptop computing devices. The data provides in depth analysis of platforms, operating systems, and software utilization down to an individual user level. The data is being collected on an ongoing basis and provides important information for contracting, desktop management, and license compliance auditing.

Geospatial Information Systems: This survey identified existing geospatial information systems such as: insect detection and monitoring; ground water sampling; homeland security; wildlife habitat and vegetative resources; mapping of oil, gas, and mining activities; underground storage tank tracking; drinking water sources; state history; property tax; telecommunications; land use planning; and, political boundaries.

Grants and Revenue: The purpose of this survey is to collect information from the various State agencies on federal grants and other outside sources of funds that have an impact on IT operations.

Networks: Approximately 23,611 ports are reported on the State WAN billing report. There are 24,718 users objects reported in the “ut” container. Over 300 locations have at least a single server (some co-located sites exist in this number). Many sites and remote users are supported by agencies that do not have local file servers.

Procurement and Contracts: The purpose of these surveys was to collect information from State agencies concerning:

- Contracts that have an impact on IT operations. The information gathered in this survey provides a picture of the contracting functions required for the operations of DTS.
- Procurement practices that have an impact on IT operations. The information gathered in this survey provides a picture of the procurement functions required for the operations of DTS.

Based on agency responses, about 19,995 hours a year, or approximately 13 FTEs, are dedicated to IT procurements. The total amount of reported IT contracts is \$173,670,516, for 508 contracts.

Project Management: This survey collected data in two principle areas:

- Agency IT planned projects submitted in fulfillment of the legal requirement for agencies to submit an annual IT plan. The report contains fiscal 2006 planned project details as submitted within the survey, and a cost summary for planned projects for fiscal year 2007. The IT Plan project detail submitted includes project descriptions, purpose, benefit, strategic goals, and performance measures.
- A survey of Portfolio Management practices currently utilized in all participating agencies.

Security: The primary objective of the security assessment was to identify IT infrastructure vulnerabilities that an active hostile human threat might exploit to disrupt, steal, or destroy State data or the ability to access it. The assessment identifies both technical and non-technical weaknesses (e.g., procedural deficiencies), and focuses on the vulnerabilities of the State's data.

Storage and COOP: This report is divided into three sections, each representing a specific focus of the assessment team:

- Storage: Storage relates to unique disk sub-systems. Direct attached storage is not included.
- COOP (Continuity of Operations Plans): This section lists those agencies and data centers that have a plan, and does not reflect the quality or effectiveness of the plan.
- Business Resumption Plans: These plans usually give directions for actions to be taken in the event of the loss of a specific application.

Voice and Wireless: The objective of this assessment was to identify telephone, radio, and wireless devices by agency as a basis for future management and contracting improvements. One of the survey findings was that 94.7% of all agencies have multiple wireless providers. A great deal of opportunity exists for improvements in management and contracting for wireless services.

Workforce Skills and Capabilities: This skill survey focused primarily on technical and management skills that were relevant to the State of Utah. Twenty executive branch agencies, with 895 IT employees, participated in the skill inventory. Employees invited to participate were those designated as IT employees by the Office of Planning and Budget and by agency IT

management. The survey did not address an estimated 125 plus IT administrative staff that are spread across the agencies surveyed. Survey skill assessment questions were based on a self assessment by employees for each of the 260 skills, certification, and job activities included in the survey.

Opportunities for Further Analysis

Based upon initial reviews of IT Assessment team data, the following were identified as opportunities for future analysis:

- Consolidation of Network Management—Personnel, Training, Licenses, and Tools
- Integration of Systems—Enterprise Services and Service Oriented Architecture
- Desktop Support—Management Automation
- Specialization Across the Enterprise
- Statewide Portfolio Management
- Enhanced Datacenter Automation
- Consolidated Data Warehouse Team
- Standardization of Network Equipment
- New Voice Services
- Enterprise Authentication
- Statewide ITIL Implementation
- Consolidated Asset Management
- Infrastructure Management
- Consolidate Data Centers
- Automate Data Center / Server Management
- Coordinated Approach to Business Continuity
- Leverage Skill Sets
- Knowledge Management and Sharing
- Use Systems data to Build and Refine the Enterprise Architecture Model
- More Coordination and Integration of GIS Services
- Storage and COOP Standards
- Enterprise Employee Portal
- Specialized, Coordinated Grant Writing
- Enterprise Software Licensing
- Consolidation, Standardization, and Automated Management of WLANs

- Cell Phone Management
- Enterprise Information Security Team
- Enterprise Storage Management
- Grid Computing

These opportunities reflect a blend of areas for potential substantial cost savings as well as opportunities for new investments and enhancements to IT infrastructure and services.

ACCOMPLISHMENTS

Over the past year, the State of Utah has continued to build on its technology accomplishments while also developing a plan for the future. DTS, through effective planning and implementation, will work with the agencies it services to ensure that Utah continues to deliver innovative and cost-effective solutions to the citizens of the state.

2005 Brown University e-Government Recognition

In September, Brown University recognized the State of Utah as the most highly rated online e-government services provider among all 50 states. Brown's study includes research and analysis of an average of 31 Web sites for every state. The study evaluated everything from online databases and publications, to video and audio, payments, services, privacy, security, and accessibility. According to the study, Utah's site is easy to navigate and includes important features such as a clear privacy policy and online support.

2005 Government Customer Support Excellence

Utah's official Web site took home the top prize at the 2005 Government Customer Support Excellence Awards in the customer focus category. Utah.gov's 24x7 Live Help Network was the first around-the-clock customer support service of its kind in the nation. Launched in July 2003, the 24x7 Live Help Network combines cutting-edge technology with an unprecedented commitment to the customer. Visitors to Utah.gov who have questions or who are experiencing technical difficulties can request help via e-mail, phone, or live chat.

In addition to being the first state in the nation to offer 24x7 customer service, Utah broke new ground by developing customer service capabilities that spanned the State enterprise. Utah.gov's 24x7 Live Help Network is truly a network, with more than 15 state agencies—including the Departments of Commerce, Taxation, and Workforce Services—participating by assisting Utah.gov's primary help operators with agency-specific questions.

2005 NASCIO Recognition Award—Utah CommuterLink Program

In 1996, the Utah Department of Transportation (UDOT) launched a statewide traffic management program, referred to as CommuterLink. Since its inception, CommuterLink has become a national role model for its effectiveness, cross-jurisdictional operations, and innovative use of technologies.

CommuterLink is currently comprised of UDOT, the Utah Transit Authority, the Department of Public Safety, dozens of cities and counties, local metropolitan planning organizations (Wasatch Front Regional Council and Mountainland Association of Governments), and local primary and secondary emergency (PSAP) dispatch centers within the Salt Lake Valley.

An assessment performed in 2004 by the University of Utah showed that CommuterLink generates an annual cost savings of \$179 million, for a benefit to cost ratio of 16.7 to 1. An important part of these savings are safety benefits, including the prevention of 948 accidents and 3.1 fatalities per year.

2005 National Council of State Legislatures (NCLS) Award

The Utah State Legislature's Web site has been recognized as the best legislative Web site in the nation, by the National Conference of State Legislatures. The Online Democracy Award was created to recognize a state legislative Web site that stands out for making democracy user-friendly, and it seeks to honor the best use of the Web by a state legislature, legislative chamber, or partisan legislative caucus. The Web site is recognized for outstanding achievement in the use of design, content, and technology to bring democracy closer to the citizens of Utah.

Of specific note is the site's use of RSS feeds and audio/video streaming, with information on legislation. The design is elegantly simple while effective in the way it allows users to navigate throughout the site. NCSL recognizes the Utah State Legislature's Web site as an example for other legislatures to follow in using Web technology to deliver public information to their constituents.

Utah's IT workforce has supported numerous initiatives that contribute to helping make Utah the best managed state in the nation. Selected agency accomplishments over the past year include:

Department of Agriculture

- Designed, wrote, and implemented a new Food, Weights, and Measures Registration system as required by legislation that was passed in March 2004.
- Completely rewrote the Livestock Brand Registration system, which now provides an easier renewal process and allows inclusion of a nationally registered Premise ID.
- Rewrote and enhanced the Seed Lab program.

Department of Administrative Services

- Developed the dcART system, which allows State agencies to view Office of State Debt Collection account information online, and to recall, or write-off, accounts.
- Employee Self Serve was implemented by the Division of Finance in October 2004. As of August 2005, there were approximately 4,900 employees using ESS for time entry, and approximately 11,500 additional employees with access to use the other functions of ESS. Also, ESS was enhanced to allow W2 printing and processing of on-call pay.
- Employed new methods of accessing Administrative Rules information, which was combined with the availability of information from eRules, to deliver information to citizens and State agencies, including RSS news feeds listing rules open for public comment, emergency rules in effect, and notices of upcoming rule hearings.

Department of Commerce

- Division of Real Estate migrated into LES, making online renewals available (instant 38% adoption rate for RE professions, and 53% adoption by Mortgage Professions).
- Commerce intranet redesigned and deployed as an employee communication tool. Includes a Gantt-style room scheduling application (written in-house).
- Commerce implemented the State Construction Registry (SCR) as required by the Legislature to file and manage lien documents. The SCR helps minimize unknown project liability and risk and helps protect lien rights associated with all kinds of construction projects.

Department of Corrections

- Completion of the Web-based medical system.
- Established Off-Site Disaster Recovery Redundant System for O-TRACK.
- Fully integrated new Help Desk HEAT application throughout Department for IT service support.

Courts

- Jury Management System (JMS) Enhancements included:
 - o Activated additional data fields for improved juror tracking and increasing the juror pool with more qualified citizens on juror lists.
 - o A new validation on potential jurors' addresses against Public Safety's Drivers License file which reduces the number of undeliverable and returned Jury Summons and reduced mailing costs.
 - o Online juror qualification via the Web was provided to the State. This technology option provide jurors easy online qualification via the Web, reduced calls to the courts and data entry and tracking efforts by jury clerks across the state.
- Electronic Citations (eCitations): This project implemented Courts, Public Safety, and CCJJ's long term vision of electronically transferring citations from a field officer's car computer to Public Safety and the Courts, and allowing a printed copy on-site for the charged person. Once this electronic transaction is received by the courts it creates a court case number for the citation, court date, and assigns a judge to the court case. This project has been successfully implemented at one district court and two justice courts. In addition to expediting the citation process, this process reduces manual entry at DPS and the Courts, and supports single entry at the source.
- Appellate System Rewrite: The Appellate System, one of Courts' legacy applications, was rewritten, enhanced, and technologically updated. The original application infrastructure was no longer supported, had a high maintenance cost, and new features could not be added to the application. The rewrite provided additional functions, reduced the cost of software maintenance, updated documentation, and IT support staff, and provided the Appellate Court with an application that can be easily modified to meet future requirements.

Department of Environmental Quality

- Started the "Tempo" project to consolidate the information systems in Air Quality. Completed Phase A.
- Nearing completion of the Safe Drinking Water Information System (SDWIS).

- Created the Utah/EPA Node. This is an XML-based system establishing secure points of exchange or “nodes” for collection and distribution of environmental data.

Department of Health

- Implemented the security infrastructure, including PIX firewalls, proxy server, VPN concentrator, and the NetVision network monitoring system to meet HIPAA and PHIN security requirements and standards.
- Completed the upgrade of the legacy MMIS to support HIPAA mandated transactions and code sets for all claim types.
- Updated the DHCF Enterprise Data Warehouse, replacing one node system with a new three node system, tripling processing capacity.

Department of Human Services

- Data Warehouse.
- Foster Kids Transition to Adult Living data, part of the Transition to Adult Living initiative.
- Youth In Custody Study.
- Web: Transition to Adult Living Web site / Just for Youth. All Web sites made W3C and Section 508 compliant.
- Deployment of integrated SAFE Audio Recording: This capability provided for centralized storage of audio recording of CPS investigative interviews and allows the recordings to be stored logically as a SAFE document and to be played from the SAFE document index window. It also provides the capability for sending the files out to a transcription service when desired to fulfill GRAMA requests.
- ORSIS: Completing the final requirements for the PRWORA (Personal Responsibility and Work Opportunity Reconciliation Act) certification. In April of 2005 the ORSIS system received full federal certification, a goal not often achieved.

Department of Human Resource Management

Implementation of the Utah Job Match Public Recruitment system. This system allows recruiters within the State to post all job openings on the Web. The job seekers can then use the system to apply for positions.

Division of Information Technology Services

- Fiscal turnaround of \$5.1 million over an 18-month period, an estimated \$2.2 million over the previous year-end (this does not include rate reductions and adjustments benefiting ITS customers of over \$500,000).
- Renegotiation of the mainframe software contract that will result in annual savings of over \$500,000 per year.
- Increased stability of the open systems environment.
- Implementation of the LINUX server environment, including the migration of Oracle off of the mainframe that will result in savings of over \$87,000 per year.
- Network reliability improvements, to 99.99% reliability.
- Development and implementation of a State mobile data network.
- Implementation of new mid-tier storage environments that will substantially reduce future storage costs.
- Implementation of a new enterprise Blackberry server.
- A cooperative arrangement with UEN to install a 2.5 gigabit fiber connection between the Richfield and Salt Lake datacenters and provide an alternate Internet connection through St. George.
- Implementation of digital PRI service, resulting in service improvements and cost savings of over \$1 million per year.

Department of Public Safety

The Department of Public Safety was nationally recognized for its accomplishments in helping to achieve statewide voice interoperability through the Utah Wireless Integrated Network. Users throughout State and local government can now communicate regardless of platform and location.

Tax Commission

- Online filing options continue with enhancements each year and includes the largest programs for income tax, motor vehicle renewals, and sales tax. Online options make filing easier for the public, saves on paper handling, and reduces errors. It has also allows the agency to keep pace with taxpayer growth without having to add processing staff to handle increasing numbers of paper transactions. This past year, the Tax Commission made enhancements so that motor vehicle renewals can be completed at the largest safety and emission stations. Last year, electronic filing options continued to be used more by the public, with 50% of the income tax returns filed electronically and 18% of the motor vehicle renewals completed online.
- Use of scanning equipment was implemented this year and will reduce the existing data entry and microfilming processes. Income tax was piloted this year on select returns and motor vehicle documents are now being scanned rather than microfilmed. This is a more efficient method of capturing taxpayer information for account update and document storage and retrieval. Scanned documents can be more easily transferred electronically to the research staff.
- Most tax payments and motor vehicle renewal fees can now be made online.
- Online research tools continue to be developed to make tax information easier to access by both the public and employees. Web information is accessed by hundreds of thousands of users each year, which assists in making tax compliance easier. Online filing options and “fill-in-forms” provide an alternative to manually filling out paper forms.
- The Tax Commission implemented Renewal Express 3.0 in July.

Utah Department of Transportation

- Won the Excellence in Managed Environment award at the National Bentley BE Conference for automated planning systems.
- Recognized by the National Association of State Chief Information Officers (NASCIO) for Commuterlink, an intelligent transportation and traffic management system that improves interagency communications and public safety.
- Expanded the traffic signals, cameras, signs, and TransSuite system to include Utah County, Davis County, UDOT-Region 1, UDOT-Region 3, and St. George city.

- Continued progress converting the Ports of Entry system to Oracle. Began development and testing of initial modules of the new Motor Carrier System (MCS). UDOT also further enhanced the Maintenance Management Quality Assurance System (MMQA), specifically Snow Form (using Oracle's HTMLDB). They also implemented the initial introduction of Oracle Spatial functionality with Maintenance Features Inventory.
- Made significant use of CADD and engineering support. This included the Plan Room, which won the Excellence in Management Environment Award at the National Bentley BE Conference. They also participated in public hearings using visualizations for the Legacy Highway project.
- GIS System Improvements: This included Oracle Spatial 9i implementation and introduction of 10g; and, implementation of the Bluebook Web page application.
- Improved the Infrastructure: Implemented a Systems Development and Deployment Test Center to provide testing for application development systems prior to deployment; and, completed the migration to LINUX servers, Oracle's application server and Oracle database servers. Separate servers were acquired to house Oracle Spatial components.
- Improve the TOC: This included conversion from the UDOT TOC Navigator (a UNIX-based system) to a new TransSuite (a Microsoft-based system); and, the expansion of the Traffic Signals, Cameras, Signs, and TransSuite system to include Utah and Davis counties and UDOT-Region 1.

Workforce Services

- Implemented eJobs, a Web-based system for employers to enter their own job orders.
 - o The system has been in place since April, and the response from the business community has been great.
 - o In the month of August, eJobs reported the following results:
 - Job orders entered on the Web by employers: 3,244
 - Number of self referrals made by job seekers on the Web: 366,353
 - Number of referrals made by employers on the Web: 61,368

- New job seekers registering with DWS: 4,113
- DWS has stopped printing unemployment checks, going to debit cards and direct deposit, resulting in a savings of \$250,000 per year in printing costs.

STRATEGIC PLAN

The Utah Code 63F-1-203 calls for the submission of an Information Technology Strategic Plan to the Governor and the Legislature. A transition team has been appointed and charged with the development of a State IT Strategic Plan. This team is tasked with:

- producing a review-for-comment draft plan during November 2005;
- implementing a strategic plan review process within the State IT and stakeholder communities; and,
- producing a final Strategic Plan, in compliance with the statute, not later than December 2005.

This team is working directly with all of the established transition teams and relevant sub-committees and is preparing a strategic plan and related communication vehicles for establishing the overall vision for DTS and the future of IT in State government. Development of this plan is pivotal to development of the DTS organization, establishing improved service levels with customers, and establishing a common set of expectations with DTS employees.

Current Strategic Plan

The current State IT strategic plan includes the following seven goals and has been unchanged since 2003. This plan was prepared in the context of separate IT organizations within each agency.

Goal 1: Create and operate Utah government services online that are accessible 24 hours a day, 7 days a week.

Goal 2: Deliver integrated enterprise information systems and infrastructure that:

- improves public access to State government functions;
- streamlines processes to simplify agency and public interactions; and,
- meet the legal and business needs of State agencies.

Goal 3: Maintain a competent IT workforce.

Goal 4: Encourage the availability of affordable high-speed Internet access to every home, school, agency, and business to grow and enhance Utah's tech-savvy workforce and bring greater prosperity to the citizens and businesses of Utah

Goal 5: Improve IT Governance.

Goal 6: Measure, track, and report performance and satisfaction with the delivery of services.

Goal 7: Ensure the confidentiality, integrity, privacy, and availability of data and other assets, and protect these assets from unauthorized disclosure, modification, or destruction.

These have proven to be useful goals but have lacked a strong tactical deployment plan.

New Strategic Plan

The strategic plan resulting from the process that commenced this fall will replace the current plan and will address the IT strategic plan in the context of DTS and the business needs of Executive Branch agencies as documented in the IT Assessment processes conducted earlier in the year.

The new plan has a strong tactical component and is tied to business initiatives that are well aligned with agency business requirements. This plan builds on goals from the prior plan and articulates some new Statewide IT goals that would have been difficult to achieve prior to the creation of DTS. The strategic plan is also being designed in such a way that it integrates with the methodologies and frameworks being utilized by the transition teams.

APPENDIX A

(See the Attached CD ROM)

- **Agency Budget Summaries FY06**
- **Agency IT Plans Executive Summary FY06**
- **Agency IT Plans and Quality Assessment Reports FY06**
- **IT Assessment Reports FY05.06**
- **ITS Comparative Rate Study FY06**
- **ITS Review of Agency IT Projects FY06**
- **Position Transfer Recommendations from Agencies to the Department of Technology Services (DTS)**